

Employee Safety, Health, and Wellness

CHAPTER OBJECTIVES After completing this chapter, students should be able to:

- 1 Explain the nature and role of safety, health, and wellness.
- 2 Describe the role of the Occupational Safety and Health Administration.
- 3 Discuss whistleblower protection under OSHA.
- 4 Explain the issues of safety unique to small businesses.
- 5 Summarize the economic impact of safety.
- 6 Explain the focus of safety programs.
- 7 Describe the consequences of musculoskeletal disorders.
- 8 Explain the meaning of ergonomics.
- 9 Summarize the problems associated with workplace bullying and violence.
- 10 Describe the purposes of wellness programs and explain social networking and wellness.
- 11 Define *stress*, explain the consequences of stress including identifying stressful jobs, and explain burnout.
- 12 Describe the importance of physical fitness programs.
- 13 Explain substance abuse, describe substance-abuse-free workplaces, and describe how to implement a drug-testing program.
- 14 Describe employee assistance programs.
- 15 Discuss health care in the global environment.

MyManagementLab®

★ Improve Your Grade!

Over 10 million students improved their results using the Pearson MyLabs. Visit mymanagementlab.com for simulations, tutorials, and end-of-chapter problems.



★ Learn It

If your professor has chosen to assign this, go to mymanagementlab.com to see what you should particularly focus on and to take the Chapter 13 Warm-Up.

Many workplaces have features that could threaten the *safety* and *health* of employees if not managed properly. For example, in manufacturing settings, metal presses mold liquid steel into components for engine manufacturing. The temperature of liquefied steel exceeds 1,000° F, which would melt human flesh in an instant. In other manufacturing settings, exposure to substances, such as silica, that have carcinogenic qualities are known to substantially raise lung cancer risks. Safety and health is also a prevalent concern in other settings such as in protective services (for example, the precarious environments in which firefighters and police officers work) and in health care settings (for example, doctors, nurses, and lab technicians who come into contact with patients with contagious viruses or blood-borne illnesses).

Besides the influence of a hazardous work environment, employee *wellness* concerns may manifest in different ways. For example, some employees may have difficulties performing their jobs effectively because of stressful work environments (for example, intense production scheduling) or emotional stress that results from problems outside the workplace (for example, the fallout from divorce). Sometimes, behaviors outside the workplace (for example, the use of illicit drugs or overeating) could negatively affect wellness, and subsequently, job performance.

Human resources (HR) practice takes place in a physical and social work environment that often has an impact on workers' safety, health, and wellness. Our focus in this chapter is on exploring employee safety, health, and wellness and how companies manage these concerns.

OBJECTIVE 13.1

Explain the nature and role of safety, health, and wellness.

Safety
Protection of employees from injuries caused by work-related accidents.

Health
Employees' freedom from physical or emotional illness.

Nature and Role of Safety, Health, and Wellness

In our discussion, **safety** involves protecting employees from injuries caused by work-related accidents. Included within the umbrella definition of safety are factors related to musculoskeletal disorders, stress injuries, and workplace and domestic violence. **Health** refers to employees' freedom from physical or emotional illness. Problems in these areas can seriously affect a worker's productivity and quality of work life. They can dramatically lower a firm's effectiveness and employee morale. In fact, job-related injuries and illnesses are more common than most people realize. For a variety of reasons, which we discuss throughout this chapter, HR professionals play a crucial role in promoting a safe and healthful work environment and addressing ways to support physical and mental wellness. Strictly from a business perspective, HR professionals



guard the welfare of its valuable human capital without whom it cannot achieve its strategic objectives. Also, HR professionals invest time and energy to ensure compliance with government health and safety standards.

We begin with the role of promoting occupational safety and health, which is mandated by the Occupational Safety and Health Act of 1970. Afterward, we address employee wellness concerns and programs.

OBJECTIVE 13.2

Describe the role of the Occupational Safety and Health Administration.

general duty clause

As used by OSHA, employers are required to furnish, to each employee, a place of employment that is free from recognizable hazards that are causing, or likely to cause, death or serious physical harm to the employee.

Occupational Safety and Health Administration

The Occupational Safety and Health Act of 1970 created the Occupational Safety and Health Administration (OSHA). The purpose of OSHA is to ensure worker safety and health in the United States by working with employers and employees to create better working environments. The act requires employers to provide employees a safe and healthy place to work and this responsibility extends to providing *safe employees*. The courts have reasoned that a dangerous worker is comparable to a defective machine.

Employers have a responsibility under the **general duty clause** of the Occupational Safety and Health Act to furnish a workplace free from recognized hazards that are causing or are likely to cause death or serious physical harm. To prove a violation of the general duty clause, OSHA has to demonstrate (1) that a condition or activity in the workplace presented a hazard, (2) that the employer or its industry recognized this hazard, (3) that the hazard was likely to cause death or serious physical harm, and (4) that a feasible and effective means existed to eliminate or materially reduce the hazard. In 2010, a trainer at SeaWorld was drowned by a killer whale. OSHA fined SeaWorld \$7,000 for violating the act's general duty clause by exposing trainers to the hazards of working in close contact with killer whales.¹ OSHA also issued recommendations that SeaWorld maintain the safety of its animal trainers by having them stay behind barriers or maintain a safe distance away when working with killer whales. SeaWorld challenged this finding in court, but the U.S. Court of Appeals ultimately denied the company's petition against the violation and fine.

Employers possess other rights and responsibilities under OSHA. Likewise, employees possess rights and responsibilities. Figure 13-1 summarizes these rights and responsibilities on an official OSHA poster, which employers are required to display in the workplace.

In 1913, the U.S. Bureau of Labor Statistics documented about 23,000 industrial deaths in a workforce of 38 million, which is a rate of about 61 deaths per 100,000 workers.² The number of fatal work injuries in the United States in 2012 was 4,383 based on a substantially larger workforce, which was the second lowest total since the fatality census was first conducted in 1992.³ Since its beginning in 1970, OSHA has helped to cut workplace fatalities by more than 60 percent and occupational injury and illness by 40 percent. At the same time, U.S. employment has more than doubled from 56 million workers at 3.5 million work sites to more than 125 million workers. The agency has helped standardize reasonable worker protections. Rules defining confined spaces, machine guards, or hard hat zones have allowed many plant managers and site supervisors to think more about productivity, not accidents. The most frequently mentioned hazard that OSHA addresses has to do with missing or inadequate fall protection.⁴

The mission of OSHA is to promote and ensure workplace safety and health and to reduce workplace fatalities, injuries, and illnesses. OSHA is committed to ensuring—so far as possible—that every working man and woman in the nation has a safe and healthful working environment. It believes that providing workers with a safe workplace is central to their ability to enjoy health, security, and the opportunity to achieve the American dream. Addressing safety and health issues in the workplace also saves the employer money and adds value to the business. To handle this workload, OSHA has approximately 2,200 inspectors.

Even though OSHA would like a successful partnership relationship to exist, at times penalties must be given. Financial penalties serve as reminders to companies of the benefits of maintaining safe and healthy working conditions. A serious hazard citation has a maximum penalty of \$7,000. A serious violation occurs when there is substantial probability that death or serious physical harm could result from a hazard about which the employer knew or should have known.⁵ A willful citation might have a maximum amount of \$70,000 per violation. Calculated instance by instance, if 10 employees were exposed to one hazard the employer

Job Safety and Health

It's the law!

EMPLOYEES:

- You have the right to notify your employer or OSHA about workplace hazards. You may ask OSHA to keep your name confidential.
- You have the right to request an OSHA inspection if you believe that there are unsafe and unhealthful conditions in your workplace. You or your representative may participate in that inspection.
- You can file a complaint with OSHA within 30 days of retaliation or discrimination by your employer for making safety and health complaints or for exercising your rights under the *OSH Act*.
- You have the right to see OSHA citations issued to your employer. Your employer must post the citations at or near the place of the alleged violations.
- Your employer must correct workplace hazards by the date indicated on the citation and must certify that these hazards have been reduced or eliminated.
- You have the right to copies of your medical records and records of your exposures to toxic and harmful substances or conditions.
- Your employer must post this notice in your workplace.
- You must comply with all occupational safety and health standards issued under the *OSH Act* that apply to your own actions and conduct on the job.

EMPLOYERS:

- You must furnish your employees a place of employment free from recognized hazards.
- You must comply with the occupational safety and health standards issued under the *OSH Act*.

This free poster available from OSHA –
The Best Resource for Safety and Health

OSHA[®]
Occupational Safety
and Health Administration
U.S. Department of Labor



Free assistance in identifying and correcting hazards or complying with standards is available to employers, without citation or penalty, through OSHA-supported consultation programs in each state.

1-800-321-OSHA (6742)

www.osha.gov

OSHA 3169-02 2012



intentionally did not eliminate, the penalty amount would immediately jump to as much as \$700,000. For example, an electronic cigarette manufacturer received penalties amounting to \$184,500 for various OSHA violations.⁶ Of this total, two willful citations carried a penalty of \$112,500 because the company did not provide protective gloves when workers handled products containing nicotine and eye protection when they handled corrosive chemicals and concentrated nicotine.

OSHA has implemented the Severe Violator Enforcement Program that increases inspections at work sites where “recalcitrant employers” have repeatedly violated safety regulations and endangered workers. It also requires a mandatory follow-up inspection to make sure required changes were made. BP Products North America Inc. received the largest fine in OSHA’s history for its failure to correct hazards faced by employees at its Texas City refinery. However, this record will likely be broken as a result of the death and destruction caused by the oil well explosion and the resulting damage to the Gulf Coast in 2010.

OBJECTIVE 13.3

Discuss whistleblower protection under OSHA.

OSHA and Whistle-blowers

A little known fact is that OSHA is charged with more than just enforcing health and safety matters. Within the Department of Labor, OSHA enforces the whistle-blower protection provisions of 21 statutes, covering not just workplace safety but also the environment, consumer products, the financial system, and other areas. For instance, the Sarbanes–Oxley Act has a provision that makes it illegal to fire or otherwise discriminate against a corporate officer for trying to report possible accounting irregularities to higher corporate officials or enforcement agencies. The U.S. Department of Labor administers this portion of the Sarbanes–Oxley Act, not the U.S. Securities and Exchange Commission. The whistle-blower provision of the Dodd–Frank Act prohibits employers from retaliating against employees who raise various protected concerns or provide protected information to the employer or to the government. OSHA Assistant Secretary Dr. David Michaels said, “Whistleblowers play a vital role in ensuring the integrity of our financial system, as well as the safety of our food, air, water, workplaces and transportation systems. The ability of workers to speak out and exercise their legal rights without fear of retaliation is crucial to many of the legal protections and safeguards that all Americans value.”⁷

Recently OSHA ruled that DISH Network violated the whistle-blower protection provisions of the Sarbanes–Oxley Act by blacklisting a former employee three times, including a negative job reference. It ordered DISH Network to pay the former employee \$157,024 in back wages, \$100,000 in compensatory damages, and to pay reasonable attorneys’ fees for the former employee. While employed, the individual notified his supervisor that a vendor was defrauding DISH Network by charging for work it had not performed. After voluntarily leaving DISH Network, he filed a complaint with OSHA because he had been blacklisted after leaving his job.⁸

In 2012, OSHA ordered AirTran Airways, a subsidiary of Dallas, Texas–based Southwest Airlines Company, to reinstate a former pilot who was fired after reporting numerous mechanical concerns. The agency also has ordered that the pilot be paid more than \$1 million in back wages plus interest and compensatory damages. An investigation by OSHA’s Whistleblower Protection Program found reasonable cause to believe that the termination was an act of retaliation in violation of the whistle-blower provision of the Wendell H. Ford Aviation Investment and Reform Act for the 21st Century. OSHA recently ordered a Florida trucking company to reinstate a driver fired for refusing to drive two unsafe trucks. The department ruled that Zurla Trucking, a 42-driver company, violated the Surface Transportation Assistance Act. It was required to pay back wages, plus interest, and compensatory damages and \$125,000 in punitive damages. Zurla also had to remove adverse references related to the firing from the employee’s records. However, most of the attention regarding health and safety relates to OSHA.

OSHA prohibits any person from discharging or in any manner retaliating against any employee because the employee has exercised rights under OSHA. Rights provided by the act include employee participation in safety and health activities such as complaining to OSHA and seeking an OSHA inspection, participating in an OSHA inspection, participating or testifying in any proceeding related to an OSHA inspection, and reporting a work-related injury, illness, or

fatality. Under OSHA, retaliation is generally defined as any action that would dissuade a reasonable employee from engaging in protected activity. Depending on the circumstances of the case, “adverse” action can include:

- Firing or laying off
- Blacklisting
- Demoting
- Denying overtime or promotion
- Disciplining
- Denial of benefits
- Failure to hire or rehire
- Intimidation
- Making threats
- Reassignment affecting prospects for promotion
- Reducing pay or hours⁹

In another ruling, OSHA ordered Wisconsin Central Limited railway to reinstate an employee in Wisconsin who was terminated after reporting a work-related injury. OSHA also ordered the company to pay the employee more than \$350,000 in back wages, compensatory damages, attorney’s fees, and punitive damages. The employee had filed a whistle-blower complaint with OSHA alleging termination because he reported a workplace injury following the end of a work shift.¹⁰

OBJECTIVE 13.4

Explain the issues of safety unique to small businesses.

OSHA and the Small Business

OSHA provides a Web-based step-by-step occupational health and safety guide that can help determine the government requirements that apply to small businesses. The guide is intended to help small business employers meet the legal requirements imposed by OSHA and achieve an in-compliance status before an OSHA inspection. It covers the basics of an occupational safety and health plan for small business owners, tips on how to self-assess the workplace, employee training strategies, and more.

It also has an on-site consultation service that provides small businesses with free advice from trained state government staff. The service is completely separate from any enforcement programs that the OSHA operates and is entirely confidential. Sessions identify and uncover potential workplace hazards and are intended to help small business owners improve their workplace safety and health systems. Small businesses that participate can qualify for a one-year exemption from routine OSHA inspections.



HR BLOOPERS

Health and Safety Problems at XIF Chemicals

XIF Chemicals is finally in a position to significantly grow its market share in the specialty chemical marketplace. The company has had a few problems with safety violations in their laboratories, but HR Director Janet Haven believes that they have finally achieved compliance and can now focus on what is really important—new product development. She needs to make one more staffing change and then everything should be in order. Today she is going to inform laboratory employee Joe Jones that the company is transferring him to another division. Joe is a good worker, but he has just caused too many problems in the laboratory. While the

laboratory manager has assured Janet that they are in compliance with all safety regulations, Joe has once again placed a call to OSHA to complain about some concern with chemical storage and request an inspection. Joe claims he shared his concern with the laboratory manager who ignored him. Janet trusts that the manager has followed all safety regulations so she feels Joe’s concerns are unfounded. In fact, in a follow-up call Janet made to him, Joe couldn’t tell her what specific safety regulation was being violated. So Janet has decided the best option is to have Joe move to a position where he has less access to the chemicals that cause him such a concern.

★ If your professor has assigned this, go to mymanagementlab.com to complete the HR Bloopers exercise and test your application of these concepts when faced with real-world decisions.

OBJECTIVE 13.5

Summarize the economic impact of safety.

Safety: The Economic Impact

Job-related deaths and injuries of all types extract a high toll not only in human misery but also in economic loss. According to a Liberty Mutual Workplace Safety Index, workplace illnesses and injuries cost U.S. firms more than \$55 billion in workers' compensation costs, an average of more than \$1 billion per week.¹¹ The leading cause of workplace injuries and their associated costs are overexertion (e.g., lifting, carrying, pushing, pulling, etc.). The significant financial costs are often passed along to the consumer in the form of higher prices. Thus, job-related deaths and injuries affect everyone, directly or indirectly. Safety risks can be significant for employers. In addition to workers' compensation costs, OSHA can levy major fines. Indirect costs related to turnover and lost productivity add to the expense.

Companies have come a long way in recognizing the importance and cost benefits of safety. Workplaces are safer, thanks to efforts of employers, insurance companies, unions, and state and federal agencies. Safety professionals strive for lower workers' compensation costs, as do insurance companies, who work to keep both their clients' and their own costs down. However, death and injuries continue to occur.

OBJECTIVE 13.6

Explain the focus of safety programs.

Focus of Safety Programs

Every employer needs to have a comprehensive safety program in place regardless of the degree of danger involved. Safety programs may accomplish their purposes in two primary ways: one focusing on *unsafe employee actions* and the other on *unsafe working conditions*.

Unsafe Employee Actions

Training and orientation of new employees emphasizing safety is especially important. The early months of employment are often critical because it has been proven that work injuries decrease with length of service. The first approach in a safety program is to create a psychological environment and employee attitudes that promote safety. A *corporate culture* needs to exist in which employees are involved and engaged and have the opportunity to provide input on changes to their workplace. Studies show a positive link between employee engagement and involvement and safety performance.¹² Accident rates decline when workers consciously or subconsciously think about safety. This attitude must permeate the firm's operations, and a strong company policy emphasizing safety and health is crucial. Although there is danger that everyone's responsibility will become no one's responsibility, a truly safe environment takes the effort of everyone from top management to the lowest-level employee. Although every individual in a firm should be encouraged to come up with solutions to potential safety problems, the firm's managers must take the lead. Management's unique role is clear because OSHA places primary responsibility for employee safety on the employer.

Unsafe Working Conditions

The second approach to safety program design is to develop and maintain a safe physical working environment. Here, altering the environment becomes the focus for preventing accidents. Even if Joe, a machine operator, has been awake all night with a sick child and can barely keep his eyes open, the safety devices on his machine will help protect him. Management should create a physical environment in which accidents cannot occur. It is in this area that OSHA has had its greatest influence.

Developing Safety Programs

Workplace accident prevention requires safety program planning. Plans may be relatively simple, as for a small retail store, or more complex and highly sophisticated, as for a large automobile assembly plant. Regardless of the organization's size, the support of top management is essential if safety programs are to be effective.

Table 13-1 shows some of the reasons for top management's support of a safety program. This information suggests that the lost productivity of a single injured worker is not the only factor to consider. Every phase of HR management is involved. The firm may have difficulty recruiting if it gains a reputation for being an unsafe place to work. Employee relations erode if

TABLE 13-1

Reasons for Management's Support of a Safety Program

- **Personal loss.** The physical pain and mental anguish associated with injuries are always unpleasant and may even be traumatic for an injured worker. Of still greater concern is the possibility of permanent disability or even death.
- **Financial loss to injured employees.** Most employees are covered by company insurance plans or personal accident insurance. However, an injury may result in financial losses not covered by insurance.
- **Lost productivity.** When an employee is injured, there will be a loss of productivity for the firm. In addition to obvious losses, there are often hidden costs. For example, a substitute worker may need additional training to replace the injured employee. Even when another worker is available to move into the injured employee's position, efficiency may suffer.
- **Higher insurance premiums.** Workers' compensation insurance premiums are based on the employer's history of insurance claims. The potential for savings related to employee safety provides a degree of incentive to establish formal programs.
- **Possibility of fines or imprisonment.** Since the enactment of the Occupational Safety and Health Act, a willful and repeated violation of its provisions may result in serious penalties for the employer.
- **Social responsibility.** Many executives feel responsible for the safety and health of their employees. A number of firms had excellent safety programs years before OSHA existed. They understand that a safe work environment is not only in the best interests of the firm, but also that providing one is the right thing to do.

workers believe that management does not care enough about them to provide a safe workplace. Firms will see an increase in compensation costs when they must pay a premium to attract and retain qualified applicants. Maintaining a stable workforce may become difficult if employees perceive their workplace as hazardous. To overcome the aforementioned problems, safety training must be a continuous process to ensure a safe workplace.

JOB HAZARD ANALYSIS Job hazard analysis (JHA) is a multistep process designed to study and analyze a task and then break down that task into steps that provide a means of eliminating associated hazards. JHA can have a major impact on safety performance. It results in a detailed written procedure for safely completing many tasks within a plant. A successful JHA program features several key components: management support, supervisor and employee training, written program, and management oversight. It is an effective and useful tool to isolate and address safety issues and risks.

OSHA has issued a comprehensive booklet to assist in JHA. The booklet explains what JHA is and offers guidelines to help firms conduct their own step-by-step analysis.¹³

SUPERFUND AMENDMENTS REAUTHORIZATION ACT (SARA), TITLE III SARA requires businesses to communicate more openly about the hazards associated with the materials they use and produce and the wastes they generate. Although SARA has been around since 1986, some firms

azard analysis (JHA)
ep process designed to
nd analyze a task or job
en break down that task
ps that provide a means of
ting associated hazards.

ETHICAL DILEMMA

Illegal Dumping

You have just become aware that the company that disposes of your plant waste is not following Environmental Protection Agency guidelines. The firm is dumping toxic waste at a closed landfill six miles from the plant. To make matters worse, your brother-in-law operates the waste disposal company. You already warned him once, and you have just learned that he is

still illegally dumping. You confront him, telling him that you are going to use the hotline to report him if he illegally dumps waste one more time, but he threatens to implicate you if you blow the whistle.

1. What would you do?
2. What factor(s) in this ethical dilemma might influence a person to make a less-than-ethical decision?

still do not have a satisfactory program in place. The hazard communication standard often leads the list of OSHA violations because the top category for OSHA citations is for no written hazard communication program. Dealing with this standard appears to be relatively simple and inexpensive, except when organizations ignore its provisions.

EMPLOYEE INVOLVEMENT One way to strengthen a safety program is to include employee input, which provides workers with a sense of involvement. To prevent accidents, each worker must make a personal commitment to safe work practices. A team concept, in which employees watch out for each other as a moral obligation, is a worthy goal. Supervisors can show support for the safety program by conscientiously enforcing safety rules and by closely conforming to the rules themselves. Participation in such teams helps form positive attitudes, and employees develop a sense of ownership of the program. Involved employees may become concerned not only with safety issues but also with ways to improve productivity.

SAFETY ENGINEER In many companies, one staff member coordinates the overall safety program. Titles such as *safety engineer* and *safety director* are common. One of the safety engineer's primary tasks is to provide safety training for company employees. This involves educating line managers about the merits of safety and recognizing and eliminating unsafe situations. Although the safety engineer operates essentially in an advisory capacity, a well-informed and assertive person in this capacity may exercise considerable influence in the organization. Some major corporations also have *risk management departments* that anticipate losses associated with safety factors and prepare legal defenses in the event of lawsuits.

Accident Investigation

Accidents can happen even in the most safety-conscious firms. Whether or not an accident results in an injury, an organization should carefully evaluate each occurrence to determine its cause and to ensure that it does not recur. The safety engineer and the line supervisor usually jointly investigate accidents. One of the responsibilities of any supervisor is to prevent accidents. To do so, the supervisor must learn, through active participation in the safety program, why accidents occur, how they occur, where they occur, and who is involved. Supervisors gain a great deal of knowledge about accident prevention by helping to prepare accident reports. OSHA Form 300 is a log of work-related injuries and illnesses. The log is used in the evaluation of safety programs, discussed next. Most employers electronically transmit records of occupational injuries and illnesses directly to OSHA.

Evaluation of Safety Programs

Perhaps the best indicator of a successful safety program is a reduction in the injury frequency rate. OSHA's formula is:

Injury Frequency Rate = (Number of Recordable Injuries × 200,000) divided by the number of hours worked. The 200,000 figure is the equivalent of 100 full-time employees working 40 hours per week, 50 weeks a year.

Other OSHA metrics currently in use include total cases, nonfatal cases without lost workdays, total lost workday cases, cases with days away from work, and measure of fatalities. In addition to program-evaluation criteria, an effective reporting system helps to ensure that accidents are reported and receive attention. This is important because almost half of workplaces inspected by OSHA are for underreported numbers of employee injuries or illnesses.¹⁴ With the start of a new safety program, the number of accidents may decline significantly because some supervisors may fail to report certain accidents to make the statistics for their units look better. Proper evaluation of a safety program depends on the accurate reporting and recording of data.

Organizations must use the conclusions derived from an evaluation for them to be of any value in improving the safety program. Gathering data and permitting this information to collect dust on the safety director's desk will not solve problems or prevent accidents. Accident investigators must transmit evaluation results upward to top management and downward to line managers to generate improvements.

OBJECTIVE 13.7

Describe the consequences of musculoskeletal disorders.

musculoskeletal disorders (MSDs)

Conditions that affect the body's muscles, joints, tendons, ligaments, and nerves.

carpal tunnel syndrome (CTS)

Caused by pressure on the median nerve that occurs as a result of a narrowing of the passageway that houses the nerve.

Musculoskeletal Disorders

Musculoskeletal disorders (MSDs) are conditions that affect the body's muscles, joints, tendons, ligaments, and nerves. Work-related MSDs, including tendonitis, carpal tunnel syndrome, and back pain, cost U.S. companies \$61.2 billion annually just to cover lost productivity.¹⁵ According to the U.S. Bureau of Labor Statistics, nearly 400,000 MSD cases accounted for 34 percent of all injury and illness cases in 2012.¹⁶ The median days away from work was 12 days. The highest incidence rate occurred for laborer and freight, stock, and material movers. Back problems accounted for 41.2 percent of total MSDs.

A major musculoskeletal disorder is **carpal tunnel syndrome (CTS)** caused by pressure on the median nerve that occurs as a result of a narrowing of the passageway that houses the nerve. People who have CTS may experience pain, numbness, or tingling in the hands or wrist, a weak grip, the tendency to drop objects, sensitivity to cold, and in later stages, muscle deterioration, especially in the thumb.

CTS tends to develop in people who use their hands and wrists repeatedly in the same way. Illustrators, carpenters, assembly-line workers, and people whose jobs involve work on personal computers are the ones most commonly affected. Workers in an office environment often experience CTS. If employees keyboard 40 words per minutes, they press 12,000 keys per eight-hour day with approximately eight ounces of force needed to press each key. Using these estimates, employees working full-time will exert approximately 16 tons of force each day.¹⁷

CTS is preventable, or at least its severity can be reduced. Managers can provide ergonomic furniture, especially chairs, and ensure that computer monitors are positioned at eye level and keyboards at elbow level. Employees can also cooperate by reporting early symptoms of CTS. Also, it helps to often rest the hand and wrist in a neutral position trying not to perform the exact activities that caused the syndrome. Often taking nonsteroidal anti-inflammatory drugs will help. Certainly, any physical therapy aimed at exercising the hand muscle-tendon units should be stopped until after symptoms have disappeared. Other suggested actions include keeping wrists straight, taking exercise breaks, alternating tasks, shifting positions periodically, adjusting chair height, working with feet flat on the floor, and being conscious of posture. Many of these actions suggest the need for ergonomics.

OBJECTIVE 13.8

Explain the meaning of ergonomics.

ergonomics

Process of designing the workplace to support the capabilities of people and job or task demands.

Ergonomics

A specific approach to dealing with health problems such as MSDs and enhancing performance is ergonomics. **Ergonomics** is the process of designing the workplace to support the capabilities of people and job or task demands. Through ergonomics, the goal is to fit the machine and work environment to the person, rather than require the person to make the adjustment. Ergonomics includes all attempts to structure work conditions so that they maximize energy conservation, promote good posture, and allow workers to function without pain or impairment. Failure to address ergonomic issues results in fatigue, poor performance, and MSDs. In fact, ergonomic disorders are the fastest-growing category of work-related illness.

There is a clear economic payoff in using ergonomics. Blue Grass Energy, a Kentucky distribution cooperative, implemented a proactive and mandatory stretching program for its field crews, purchased battery-operated tools, and tested back-saving technology and has minimized lost labor hours resulting from injuries in the field. All the line workers are required to stretch their muscles before each strenuous work day, resulting in a dramatic decline in pulled hamstrings and other muscles and back injuries.¹⁸ Other companies have discovered that improving the work environment boosts morale, lowers injury rates, and yields a positive return on investment. A sound ergonomic approach to avoiding workplace injuries is prevention.

The workforce of the future is expected to be increasingly mobile. With mobile devices, employees can work virtually anywhere. Ergonomics engineers are concerned that this group is setting itself up for musculoskeletal problems, which can range from discomfort to the development of tendonitis. Margo Fraser, executive director of the Association of Canadian Ergonomists, said, "Workers who find they are pulling laptops out in coffee shops and fast-food restaurants must also remember they are not just sitting in non-ergonomic chairs, but ones that are "anti-ergonomic," purposefully designed to keep people from sitting in them for hours at a time."¹⁹

Herman Miller is a manufacturer of ergonomically well designed office equipment, including chairs and work surfaces. As you will see in the Watch It video, Herman Miller also provides ergonomics training to its clients. This company also makes investments in safety training for its employees to promote safety within as well as helping them to serve as more effective consultants to clients.

★ Watch It I

If your professor has assigned this, sign into mymanagementlab.com to watch a video titled Herman Miller: Safety and to respond to questions.

Another threat to the safety and security of people on the job is workplace bullying and violence, discussed next.

OBJECTIVE 13.9

Summarize the problems associated with workplace bullying and violence.

Workplace Bullying and Violence

Unfortunately, workplace bullying and violence has become a fact of life in some workplaces, and these activities threaten the safety of employees, family members, and customers. Increasingly, most companies are adopting ways to ensure worker safety against bullying and violence. We discuss these issues next.

Workplace Bullying

The definition of workplace violence has been expanded to include bullying because it has become more common, is costly, and is a possible predictor of physical violence. **Workplace bullying** includes acts of continual hostile conduct that deliberately hurt another person emotionally, verbally, or physically. There are basically two types of bullying—physical and psychological. Physical bullying involves intimidation or threatening actions.²⁰ Screaming, pushing, shoving, or invading a person's personal space provide examples of physical bullying. Psychological bullying involves activities such as jokingly ridiculing a person in a harmful manner or even staring at somebody in a hostile way. Most companies include bullying behaviors within their workplace violence policy. Usually employees will accept a firm's expectations if they are clearly stated.

Experts use the term *status-blind harassment* to separate workplace bullying from workers protected under federal and state statutes. Adeola Adele, EPLI product leader for Marsh's FINPRO group, says, "Workplace violence starts with bullying." She tells of a case in which an individual shot his coworkers. The worker had been bullied at work, and no one would listen.²¹

Some researchers make the case that a definition of bullying should include social hostility, which includes gossiping or social rejection. According to one survey, this is the most common type of bullying committed by women, who are responsible for more than 40 percent of workplace bullying.²²

It is often seen as a means of gaining power over another person through repeated aggressive behavior. Bullying may cause severe psychological pain for victims and for coworkers who witness the attacks.²³ According to a study by the National Institute for Occupational Safety and Health, bullying tends to occur when there is a lack of trust of management, a poor organizational climate, higher absenteeism and turnover rates, reduced productivity, and higher litigation costs.²⁴ In recent years, employers have noted increased workplace rudeness, which may lead to increased bullying.²⁵ According to one study, 27 percent of employees report being bullied at work.²⁶ Currently, several states have proposed legislation regarding bullying in the workplace; however, none of those states has passed legislation.

More often than not, managers and supervisors, not nonsupervisory employees, tend to be bullies. Some research attributes this phenomenon to the economic downturn and slow recovery, which has put substantial stress on managers and supervisors.²⁷ Men are more often bullies than are women.²⁸

workplace bullying

Acts of continual hostile conduct that deliberately hurt another person emotionally, verbally, or physically.

It is quite important for a company to develop a culture that does not accept bullying. Firms should strive to make civility part of the culture.²⁹ Workplace bullying does not occur in a culture in which leaders send the message that each employee is valued, respected, and appreciated. Creating a culture of civility may require careful planning and may require a change in thinking and behaviors for corporate leaders.

At this time, there are no legal protections against bullying unless it were to involve physical contact with the victim or to violate existing equal employment opportunity laws that prohibit discrimination such as sexual harassment. Nevertheless, it is in an employer's best interests to ensure that bullying does not occur. Apart from the serious impact on victims, the employer is likely to experience unwanted turnover, higher absenteeism, and higher insurance costs.³⁰ A critical intangible consequence is earning a bad institutional reputation, which could turn current or prospective customers away and make it difficult to recruit talent.

Workplace Violence

All too often, HR professionals are receiving wake-up calls about the potential for workplace violence. Recently, an employee killed two fellow workers at a Kraft Foods Inc. plant in Philadelphia, and in another instance, a truck driver shot and killed eight coworkers, then himself, at a beer distributor in Connecticut. OSHA defines **workplace violence** as physical assault, threatening behavior, verbal abuse, hostility, or harassment directed toward employees at work or on duty. The fact that OSHA has included verbal abuse in the definition of workplace violence has HR professionals concerned that the general duty clause could even be cited for obscene language.³¹

According to the U.S. Bureau of Labor Statistics, violence accounted for 17 percent of all workplace injuries in 2012, and 767 people were killed.³² Sadly, homicide is the second-leading cause of death on the job—second only to motor vehicle crashes. Regardless of who commits the crime, there is the horror of random workplace violence.

There is no way to estimate the physical and psychological damage to other employees, who are only onlookers to the violent behavior. The issue facing most large employers is not *if* they will ever deal with an act of workplace violence, but *when*.

Vulnerable Employees

Employees at gas stations and liquor stores, taxi drivers, police officers, and convenience store managers working night shifts face the greatest danger from workplace violence. However, no workplace is immune from violence. Hospital managers overwhelmingly say that the biggest threat emergency department workers face is patient violence. Most hospitals now have security guards stationed in their emergency departments, particularly at times such as Saturday nights, when violence seems to escalate.

There are numerous reasons for violent acts committed by employees or former employees. Among the most common are personality conflicts, marital or family problems, drug or alcohol abuse, and firings or layoffs.

Domestic violence, unfortunately, also is a relevant topic for HR professionals' consideration. Spillover from domestic violence is a threat to employees and their coworkers because one of the easiest places to find the victim is at his or her workplace.³³ One study suggested that 1 in 10 employees is currently being abused, which often carries itself over to the workplace.³⁴ Another study examined 500 assaults that occurred in the workplace as a result of domestic violence and slightly more than half of the incidents ended in at least one homicide.³⁵ For example, Robert Reza slipped into the Emcore manufacturing plant in Albuquerque, New Mexico, and shot six employees—killing two—before taking his own life because he was angry with his girlfriend, a plant employee.³⁶ Domestic violence can have an impact on a firm's bottom line, costing about \$5.8 billion each year in absenteeism, lower productivity, and turnover.³⁷ Therefore, business organizations have a huge stake in the problem of domestic violence.

Judith A. Lampley, general counsel of the Equal Employment Advisory Council, said, "The biggest mistake an employer can make is to ignore the issue."³⁸ The *general duty clause* of the Occupational Safety and Health Act requires a firm to furnish a workplace free from recognized hazards that are causing or are likely to cause death or serious physical harm. This includes protecting

Workplace violence
includes physical assault, threatening behavior, verbal abuse, hostility, or harassment directed toward employees at work or on duty.

not only an intended victim of domestic violence, but also coworkers, who can become victims when angry partners bring weapons to a workplace. An employer could potentially face claims by the victim, coworkers, third parties, and even the person who caused the domestic violence.

Legal Consequences of Workplace Violence

In addition to the horror of workplace violence, there is also the ever-present threat of legal action. Civil lawsuits claiming *negligent hiring* or *negligent retention* are a constant threat. *Negligent hiring* is the liability an employer incurs when it fails to conduct a reasonable investigation of an applicant's background, and then assigns a potentially dangerous person to a position in which he or she can inflict harm. **Negligent retention** is the liability an employer may incur when a company keeps persons on the payroll whose records indicate a strong potential for wrongdoing and fails to take steps to defuse a possibly violent situation. If an employer ignores warning signs leading up to a violent incident, it could be held legally liable. As previously mentioned, under OSHA's *general duty clause*, employers are required to furnish, to each employee, a place of employment that is free from recognizable hazards that are causing, or likely to cause, death or serious harm to the employee.

negligent retention

Liability an employer may incur when a company keeps persons on the payroll whose records indicate a strong potential for wrongdoing and fails to take steps to defuse a possibly violent situation.

Laws passed since the early 1980s recognize the seriousness of domestic violence. In 1984, the Family Violence Prevention and Services Act was passed to help prevent domestic violence and provide shelter and related assistance for victims. The Violence Against Women Act was passed in 1994, creating new federal criminal laws and establishing additional grant programs within the Department of Health and Human Services and the Department of Justice (DOJ). The Violence Against Women and DOJ Reauthorization Act of 2005 required a study to be prepared to determine the prevalence of domestic violence, dating violence, sexual assault, and stalking among men, women, youth, and children. At least 29 states plus the District of Columbia have laws that allow people who leave jobs because of domestic violence to become eligible for unemployment benefits. Also, some states such as Florida, California, Colorado, Hawaii, Illinois, Kansas, and Maine, give domestic violence victims the right to take time off. Florida law permits employees to take up to three days leave from work in any 12-month period for a variety of activities connected with domestic violence issues.

Individual and Organizational Characteristics to Monitor

Some firms that have experience with workplace violence are trying an alternative approach. Instead of trying to screen out violent people, they are attempting to detect employees who commit minor aggressive acts and exhibit certain behaviors. These individuals often go on to engage in more serious behaviors. Once identified, these people are required to meet with trained staff members for counseling as long as needed. This approach may require more commitment on the part of the firm, but the alternative cost of violence may make this expenditure reasonable in the long run.

Although there are no sure signs an employee will commit an act of violence, certain behaviors can signal a problem, such as erratic behavior, increased irritability or hostility, reduced quality of work, poor organizational and time management skills, absenteeism, and a look of physical exhaustion. There are usually signs preceding workplace violence. Workers who shoot and kill their coworkers are likely to be employees who recently experienced a negative change in employment status, including those who have been fired, whose contracts have not been renewed, or who have been suspended because of a dispute with management. In one instance, a Domino's Pizza employee was discharged and later arrested after setting fires at two stores, causing more than \$1 million in damages. The worker entered the buildings using keys he had not been required to turn in.³⁹ All terminations should require employees to return all company property issued, such as keys, access cards and ID badges, and uniforms. Workers who are fired for a violent conflict should be escorted off company property. If possible, a heightened security alert should be made at the perimeter for several hours afterward in the event the employee returns to "get even."

Preventive Actions

The best protection employers can offer is to establish a zero tolerance policy for workplace violence by and against employees.⁴⁰ However, there is no way an employer can completely avoid risk when it comes to violence. Incidences of some unbalanced person coming in and shooting people

happen randomly, and organizations can do little to anticipate or prevent them. However, there are things that can be done to reduce the risk. There are basically two parts to violence prevention. First, there must be a process in place to help with early detection of worker anger. Second, supervisors and HR staff need to be trained in how to skillfully handle difficult employment issues.

A firm can take certain actions to minimize violent acts and to avoid lawsuits. It should have policies that ban weapons on company property, including parking lots, and under suspicious circumstances, require employees to submit to searches for weapons or examinations to determine their mental fitness for work. A firm should also have a policy stating that it will not tolerate any incidents of violence or even threats of violence, and it should encourage employees to report all suspicious or violent activity to management. In addition, many firms are equipping receptionists and those responsible for checking workers into the facility with panic buttons to enable them to alert security officers instantly.

Can the selection process predict applicants who will be prone to violence? The answer is “No.” On the other hand, the profiles of individuals *not* prone to violence tend to have certain things in common. The most important characteristic and one with the highest correlation is that an applicant has no history of substance abuse. Other positive factors include being outwardly focused and having outside interests and friendships rather than being mainly self-involved. Finally, applicants with a good work history often are a strong predictor of a person not inclined to violence.

To confirm these characteristics, the firm must conduct a thorough background investigation prior to hiring. Gordon Basichis, cofounder of Corra Group, an international corporate security firm, said, “At first glance, a person’s background check for misdemeanors may not look so bad, but it can get worse because sexual and violent crimes, especially domestic ones, can get plea-bargained down or dropped by family members.”⁴¹

Employee Wellness

Wellness programs are designed to promote the mental and physical well-being of employees and family members.⁴² Oftentimes, employers create employee assistance programs as a structure within which to offer wellness initiatives. *Employee assistance programs*, which we discuss later, help employees cope with personal problems that may impair their personal lives or job performance. Examples of such problems include alcohol or drug abuse, domestic violence, the emotional impact of AIDS and other diseases, clinical depression, and eating disorders.⁴³ EAPs also assist employers in helping troubled employees identify and solve problems that may be interfering with their jobs or personal lives.

Wellness programs are becoming more widespread as more employers become conscious of the impact employee health has on performance. Employers that start wellness programs not only help lower health-related costs, but also find that employees are more engaged and productive at work. A recent study found that medical costs fall by about \$3.27 for every dollar spent on wellness programs, and that the costs of absenteeism declined by \$2.73 for every dollar spent.⁴⁴ Further program growth is being prompted by the shift toward wellness and prevention in the design of employer-sponsored health care benefits and by federal health care reform legislation. Barry Hall, global wellness research leader at Buck Consultants LLC’s Boston office, said, “Wellness is currently the biggest area of growth in benefits, and it’s primarily fueled by employer demand.”⁴⁵ The Patient Protection and Affordable Care Act provides employers with additional incentives to help workers stay healthy. The cap on premium discounts increased from 20 percent to 30 percent in 2014. Employers can use these discounts to entice employees to participate and meet certain goals in company wellness programs. Under certain situations, employers can move the incentive up to 50 percent. Small businesses with fewer than 100 employees are now eligible for grants to implement new wellness programs.

The traditional view that health is dependent on medical care and is the absence of disease is changing. Today, it is clear that optimal well-being is often achieved through environmental safety, organizational changes, and healthier lifestyles. Laura Karkula, vice-president of Wellness Products at OptumHealth, said, “The research shows that companies that deploy health and wellness programs and take the approach of building an overall culture of health have a stronger commitment to those values.”⁴⁶ Health and wellness programs have also been shown to encourage employees to remain at their companies longer. Important factors in making these programs successful include active strong leadership, especially from the CEO.⁴⁷

OBJECTIVE 13.10

Describe the purposes of wellness programs and explain social working and wellness.

Wellness programs

are designed to promote the mental and physical well-being of employees and family members.

There is growing evidence that in addition to containing direct medical costs, effective health programs boost productivity, reduce absenteeism, lower turnover and recruiting costs, and improve morale. Infectious diseases, over which a person has little control, are not the problem they once were. From 1900 to 1970, the death rate from major infectious diseases dropped dramatically. However, the death rate from major chronic diseases, such as heart disease, cancer, and stroke, has significantly increased. Today, heart disease and stroke are the top two killers worldwide. Chronic obstructive pulmonary disease and lung cancer are also growing threats to life. Healthy lifestyle measures such as not smoking, eating healthy foods, and exercising more may help prevent these diseases.

Chronic lifestyle diseases are much more prevalent today than ever before. The good news is that people have a great deal of control over many of them. These are diseases related to smoking, excessive stress, lack of exercise, obesity, and alcohol and drug abuse. Increased recognition of this has prompted employers to become actively involved with their employees' health and to establish wellness programs. Focusing on health care is inherently reactive; focusing on health is proactive, and potentially, a game changer.

There has been a shift toward an approach to improving health that includes involving workers in identifying problems and developing solutions. Wellness programs often expand their focus to include other health issues, such as diet, stress, substance abuse, employee assistance programs, and smoking cessation.

In developing a wellness program, firms should first conduct a health-risk assessment by surveying their employees to determine which workers could benefit from lifestyle change. Then, a wellness program to address appropriate employee health needs can be implemented. Sometimes getting everyone on board to take a health-risk assessment is difficult and incentives such as gift cards and use of big-screen televisions and travel opportunities are used as grand prizes. At Integris Health, employees who completed a health-risk assessment received preferred pricing on benefits, but those who completed the assessment and brought it to a physician during a preventive care visit collected an extra incentive.⁴⁸ Penalties such as increased insurance premiums are also being used to increase employee participation in wellness programs.⁴⁹ Beth Umland, director of research for health and benefits at Mercer LLC in New York City, said, "Premium discounts are becoming a real mainstay incentive and the amount of premium discounts is growing."⁵⁰

Once companies have identified high-risk employees and the health issues they face, they can determine what programs are needed and offer incentives for participation in activities such as smoking cessation classes or joining Weight Watchers. At Lincoln Plating, everyone gets quarterly health-risk appraisals that include blood-pressure screening and body weight, body fat, and flexibility measurements. Each employee reviews the quarterly results with the wellness manager or occupational nurse and sets individual wellness objectives.

The growth in wellness programs has created new leaders with titles such as wellness manager, health and wellness manager, well-being director, wellness coordinator, wellness specialist, and wellness champion. Most of these employees report to a company's top HR or employee benefits executive who is responsible for defining the wellness mission and working to improve health and well-being.⁵¹

Social Networking and Wellness

Employers increasingly are adopting social networking to strengthen the success of their wellness programs. In his research, Dr. Nicholas Christakis of the Harvard Medical School found that good health is pervasive. When someone loses weight or quits smoking, their friends and family are more likely to also do so. He said, "The implication of this research is that interventions can leverage this phenomenon to purposefully spread healthy behaviors."⁵² Social networking brings employees together and works to increase peer support. Social networking also generates participation rates higher than any traditional form of wellness initiative. Using social network tools such as Twitter and Facebook, employees can tell others how well they are doing with regard to quitting smoking or losing weight. Jamie Curtis, vice-president of business development with Spectrum Health Systems, said, "If employees are given access to a social platform as part of a Wellness program, they feel more empowered to participate."⁵³ Once workers quit smoking or lose weight, they are certain to tell others, creating a sort of competition. Can you imagine the impact before and after pictures of a person who has lost weight would have on other friends? Such might be the same case with a Tweet that says, "I lost another 10 pounds."

Limeade Inc. of Washington offers social media-based wellness programs that permit employees to engage in healthy activities. The system permits workers to track their progress and share tips with colleagues. Limeade CEO Henry Albrecht said, “Our programs are social because the science of behavioral change shows that people make changes when they have support of friends and peers.”⁵⁴

OBJECTIVE 13.11

Define *stress*, explain the consequences of stress including identifying stressful jobs, and explain burnout.

stress

Body's nonspecific reaction to any demand made on it.

Nature of Stress

Stress is the body's nonspecific reaction to any demand made on it. It affects people in different ways and therefore is highly individualized. Certain events may be quite stressful to one person but not to another. Moreover, the effect of stress is not always negative. For example, mild stress actually improves productivity, and it can be helpful in developing creative ideas. For many students, a small bit of stress before an exam actually improves performance. However, excessive stress may have the opposite effect.

Many believe their stress has increased over the past five years. Several factors account for this rise, including increased workloads, terrorism, corporate scandals, and economic conditions. The recent recession increased stress levels even among employees who still had jobs.⁵⁵ Although much of the world has reduced the number of hours worked each year per person over the past decade, Americans have done just the opposite. Each year, more than 275,000,000 working days are lost in the United States because of absenteeism resulting from stress.⁵⁶ And the costs are staggering. Overall, absenteeism cost employers \$84 billion in lost productivity.⁵⁷ Roughly, the cost of absenteeism was \$3,600 for each hourly worker on an annual basis and \$2,650 for salaried employees. If people work longer hours, they often do not have time to refresh, resulting in a deterioration of their personal lives.

Potential Consequences of Stress

Although everyone lives under a certain amount of stress, if it is severe enough and persists long enough, it can be harmful. In fact, stress can be as disruptive to an individual as any accident. It can result in poor attendance, excessive use of alcohol or other drugs, poor job performance, or even overall poor health. There is increasing evidence indicating that severe, prolonged stress is related to the six leading causes of death, including heart disease, cancer, lung ailments, accidents, cirrhosis of the liver, and suicide.⁵⁸ This is in addition to the everyday headaches, back spasms, overeating, and other annoying ailments the body has developed in response to stress. Stress tops the list of changeable health risks that contribute to health care costs, ahead of other top risks such as current and past tobacco use, obesity, lack of exercise, high blood-glucose levels, depression, and high blood pressure.

Stressful Jobs

Many workers could identify with Jet Blue flight attendant Steven Slater when he imploded on the job and exited down the plane's emergency slide.⁵⁹ After a rude passenger's bag hit his head, he used the plane's intercom to curse the customer, thanked the other passengers, grabbed two beers, activated the emergency chute, left the plane, and went home. There are probably many workers who would like to take similar actions in their workplaces. John Challenger, chief executive officer of Challenger, Gray & Christmas, a Chicago-based outplacement firm, said, “Slater tapped into a vein of anger that a lot of people have toward their employers. They are mad about all the layoffs they've gone through at work. They are mad about having their benefits cut.”⁶⁰ Stress and workload strains are real challenges now. Estimates are that one in three people in the United States is living with extreme stress, with a large percentage of all doctor visits being related to stress.

The National Institute for Occupational Safety and Health has studied stress as it relates to work and found that some jobs are generally perceived as being more stressful than other jobs. The 12 most stressful jobs are listed in Table 13-2. The common factor among these jobs is lack of employee control over work.⁶¹ Workers in such jobs may feel that they are trapped, treated more like machines than people. Workers who have more control over their jobs, such as college professors and master craftpersons, hold some of the less stressful jobs.

The fact that certain jobs are identified as more stressful than others has important managerial implications. Managers are responsible for recognizing significantly deviant behavior and referring employees to health professionals for diagnosis and treatment. Telling signs of stress

TABLE 13-2**Stressful Jobs****The 12 Jobs with the Most Stress**

1. Laborer	7. Manager/administrator
2. Secretary	8. Waitress/waiter
3. Inspector	9. Machine operator
4. Clinical lab technician	10. Farm owner
5. Office manager	11. Miner
6. Supervisor	12. Painter

Other High-Stress Jobs (in Alphabetical Order)

Bank teller	Nurse's aide
Clergy member	Plumber
Computer programmer	Police officer
Dental assistant	Practical nurse
Electrician	Public relations worker
Firefighter	Railroad switchperson
Guard	Registered nurse
Hairdresser	Sales manager
Health aide	Sales representative
Health technician	Social worker
Machinist	Structural-mental worker
Meat cutter	Teacher's aide
Mechanic	Telephone operator
Musician	Warehouse worker

Source: From a ranking of 130 occupations by the federal government's National Institute for Occupational Safety and Health.

may include a reduction in the quantity and quality of work, frequent short periods of absence, increased alcohol consumption, poor time keeping, or becoming tearful or withdrawn. Under excessive stress, a person's dominant trait may become even more obvious. For example, if the individual is a private person, he or she withdraws from colleagues; if the person is upbeat, he or she becomes hyperactive. Ideally, stress should be dealt with before this occurs. To do so, managers must be aware of potential sources of stress. These sources exist both within and outside the organization. Regardless of its origin, stress possesses devastating potential.

Burnout

burnout

Incapacitating condition in which individuals lose a sense of the basic purpose and fulfillment of their work.

Burnout, although rarely fatal, is an incapacitating condition in which individuals lose a sense of the basic purpose and fulfillment of their work. It is a special form of stress in which individuals become exhausted either physically or mentally or both. Seemingly the body or the mind can no longer handle the overwhelmingly high demands placed on it. Burnout differs from stress in that it causes people who have previously been highly committed to their work to become disillusioned and lose interest and motivation. Individuals who experience burnout often experience emotional exhaustion and lose interest in work.⁶² When this occurs, they may lose their motivation to perform. Burnout is the most common factor leading to the decision to *check out* temporarily.

Burnout is frequently associated with people whose jobs require them to work closely with others under stressful and tension-filled conditions. However, any employee may experience burnout, and no one is exempt. The dangerous part of burnout is that it is contagious. A highly cynical and pessimistic burnout victim can quickly transform an entire group into burnouts.

Virtual teams that exist over the long term (more than a year) often run a strong risk of declining performance as a result of team burnout.

Burnout's price tag is high: it results in reduced productivity, higher turnover, and generally lousy performance. According to the American Institute of Stress, employee burnout costs the U.S. economy about \$300 million annually. People often become physically and psychologically weakened from trying to deal with it. Although some employees try to hide their problems, shifts in their behavior may indicate dissatisfaction. They may start procrastinating or go to the opposite extreme of taking on too many assignments. They may lose things and become increasingly disorganized. Good-natured individuals may turn irritable. They may become cynical, disagreeable, pompous, or even paranoid. Their motivation toward a project may not be the same as it used to be, and they may dread doing work that they used to enjoy. It is very important that the problem be dealt with quickly. Some means of dealing with burnout include keeping expectations realistic, reducing workload, finding means to relax at work, and developing and maintaining interests outside work.

OBJECTIVE 13.12

Describe the importance of physical fitness programs.

Physical Fitness Programs

The most commonly offered in-house corporate wellness programs involve efforts to promote exercise and fitness. To understand the interest in such programs, consider the results of physical inactivity: obesity, hypertension, heart disease, diabetes, anxiety, depression, and certain types of cancer. Unfortunately, the prevalence of obesity, which is associated with most of these health conditions, is substantial. More than one-third of adults were obese in 2009–2010.⁶³

From management's viewpoint, physical fitness programs make a lot of sense. Loss of productivity resulting from coronary disease alone costs U.S. businesses billions of dollars annually. Company-sponsored fitness programs often reduce absenteeism, accidents, and sick pay. There is increasing evidence that if employees stick to company fitness programs, they will experience better health, and the firm will have lower health costs.

Kenneth Cooper, who coined the term *aerobics* (which literally means *with oxygen*), has advice for those with or without access to fitness centers. To begin, he feels that moderate exercise is important. He recommends 30 minutes of exercise four to five days a week. People do not need to train for a marathon to be healthy; they just need to stop being couch potatoes.⁶⁴ His studies also show that cardiovascular training is not enough. He promoted eating a heart-healthy diet and using vitamin supplements such as antioxidants. He felt that eliminating tobacco products and habit-forming drugs, controlling alcohol, keeping stress levels down, and getting periodic health exams helps everyone's fitness.⁶⁵

The City of Los Angeles operates on the premise that providing a safe and healthy work environment improves worker productivity. As you will learn in the Watch It video, the city relies on four approaches to meet this objective.

★ Watch It 2

If your professor has assigned this, sign into mymanagementlab.com to watch a video titled *City of Los Angeles: Safety* and to respond to questions.

OBJECTIVE 13.13

Explain substance abuse, describe substance-abuse-free workplaces, and describe how to implement a drug-testing program.

Substance Abuse

Failure to test for drugs can sometimes have a disastrous effect on companies large and small. For instance, Cake for You is a small specialty bakery. Its service includes making and delivering wedding cakes to receptions. In hiring a delivery driver, Cake for You owners always carefully determined that job candidates had a valid driver's license. The owners were quite pleased with their new employee, Mike. He was prompt, neatly attired, and seemed to have a pleasant demeanor. Unfortunately, while making a delivery one morning, Mike was involved in, and in fact caused, a four-vehicle accident that resulted in one fatality. The investigation revealed that Mike was high on marijuana. Had the owners of the firm included drug testing as part of their screening process, they might not be facing a huge

substance abuse

Use of illegal substances or the misuse of controlled substances such as alcohol and drugs.

alcoholism

Medical disease characterized by uncontrolled and compulsive drinking that interferes with normal living patterns.

lawsuit. In certain industries, such as transportation, for example, drug use on the job is especially hazardous and potentially devastating to the firm. Think of the damage that could be caused by a 40-ton truck careening out of control. Under ideal conditions, a fully loaded truck in daylight on a dry road cannot stop in less than 300 feet, or the length of a football field.

Substance abuse involves the use of illegal substances or the misuse of controlled substances such as alcohol and drugs. About 14 million people who are employed either full-time or part-time abuse alcohol or drugs.⁶⁶ These workers use more sick days and are late more often. They remain in jobs for shorter lengths of time, and their health care costs are twice that of other employees.⁶⁷ According to the Substance Abuse and Mental Health Services Administration, drug-using employees are 3.6 times as likely to be involved in workplace accidents and 5 times as likely to file workers' compensation claims.⁶⁸ Further, research indicates that between 10 and 20 percent of the nation's workers who die on the job test positive for alcohol or drugs.⁶⁹ Even so, few issues generate more controversy today than substance-abuse testing. Yet, alcohol and drug abuse are definitely workplace issues.

Alcohol Abuse

Although our society often attaches a stigma to alcoholism, in 1956, the American Medical Association described it as a treatable disease. **Alcoholism** is a medical disease characterized by uncontrolled and compulsive drinking that interferes with normal living patterns. The National Council on Alcoholism & Drug Dependence reports that 40 percent of workplace fatalities and 47 percent of workplace injuries are related to alcohol consumption. Stress plays an important role in a person becoming an alcoholic. It is a significant problem that affects people at every level of society, and it can both result from and cause excessive stress. When under stress, people with a particular genetic arrangement are inclined to act impulsively, increasing their danger of problem drinking.⁷⁰ As a person starts to drink excessively, the drinking itself produces greater stress. A vicious cycle is created as this increased stress is dealt with by more drinking. Early signs of alcohol abuse are especially difficult to identify. Often the symptoms are nothing more than an increasing number of days absent from work. Alcohol abusers are also much more likely to be using other substances.⁷¹

Drug Abuse

Drug users are increasingly gravitating to the workplace, which is also an ideal place to sell drugs. Drug use in the workplace costs employers approximately \$81 billion each year in lost productivity, according to the U.S. Department of Labor. The National Institute of Drug Abuse cites that employees at risk for illegal on-the-job substance use have been shown to have three times more sick days, three times the tardiness rate, three times more accidents, and are five times more likely to file workers' compensation claims than individuals not engaging in illegal substance use.⁷² Because most of *Fortune 500* companies conduct pre-employment drug screening, a large number of employed drug users work for smaller businesses, many of which do not use drug testing. In fact, 71 percent of companies with 2,500 or more employees require pre-employment drug tests, whereas less than 40 percent of businesses with fewer than 100 employees even had a pre-employment drug-testing policy.⁷³

It has also been estimated that more than 120 million prescriptions for controlled substance painkillers are dispensed annually. These substances include powerful painkillers that also carry an extremely high risk of addiction.⁷⁴ Prescription drugs can be as addictive, impairing, and destructive as common street drugs.

Substance-Abuse-Free Workplace

The Drug-Free Workplace Act of 1988 requires some federal contractors and all federal grantees to agree that they will provide drug-free workplaces as a condition of receiving a contract or grant from a federal agency (details of the act may be seen in Table 13-3). The U.S. Department of Transportation (DOT) requires drug and alcohol testing for drivers of commercial vehicles, as well as employees that perform "safety-sensitive duties." Unless public safety and security are at risk, employers decide if drug testing is performed.

Firms have tackled the drug-abuse problem head-on by establishing a drug-free workplace program. But, some cautions should be taken. Some philosophies and practices that can undermine the effectiveness of drug-free workplace programs may be seen in Table 13-4.

TABLE 13-3**Drug-Free Workplace Act of 1988**

The Drug-Free Workplace Act of 1988 requires some federal contractors and all federal grantees to agree that they will provide drug-free workplaces as a condition of receiving a contract or grant from a federal agency.

Organizations, with contracts from any U.S. federal agency, must comply with the provisions of the act if the contract is in the amount of \$100,000 or more. Organizations must do the following:

- (A) publish a statement notifying employees that the unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited in the person's workplace. The statement should also notify employees of any punitive actions that will be taken.
- (B) establish a drug-free awareness program to inform employees about
 - (i) the dangers of drug abuse in the workplace;
 - (ii) the policy of maintaining a drug-free workplace;
 - (iii) any available drug counseling, rehabilitation, and employee assistance programs; and
 - (iv) the penalties that may be imposed on employees for drug abuse violations.
- (C) make it a requirement that each employee be given a copy of the workplace substance abuse policy.

If a contractor is found not to have a drug-free workplace, each contract awarded by any federal agency shall be subject to suspension of payments under the contract or termination of the contract, or both. The contractor may also be ineligible for award of any contract by any federal agency, and for participation in any future procurement by any federal agency, for a period not to exceed 5 years.

TABLE 13-4**Philosophies and Practices That Can Undermine the Effectiveness of Drug-Free Workplace Programs**

- Focusing only on illicit drug use and failing to include alcohol—the number-one drug of abuse in our society
- Accepting drug use and alcohol abuse as part of modern life and a cost of doing business
- Overreliance on drug testing
- Focusing on termination of users rather than rehabilitation
- Reluctance of supervisors to confront employees on the basis of poor performance
- Reinforcing an individual's denial regarding the impact of his or her alcohol and drug use
- Restricting benefits or access to treatment of alcoholism and addiction
- Allowing insurers to restrict access to treatment programs

Source: http://www.dol.gov/elaws/asp/drugfree/drugs/screen5.asp?selection_list= (accessed April 19, 2014).

The steps for establishing a substance-abuse-free workplace may be seen in Figure 13-2. Note that the first step is to establish a drug- and alcohol-free policy. The U.S. Department of Labor offers a Drug-Free Workplace Advisor that provides guidance on how to develop a drug- and alcohol-free workplace. At Texas Instruments, the policy is simple and straightforward: "There will be no use of any illegal drug."

The second step is to provide education and training for supervisors and workers. At a minimum, supervisor training should include a review of the drug-free workplace policy, the supervisor's specific responsibilities in implementing the policy, and ways to recognize and deal with employees who have job performance problems that could be related to alcohol and drug use. Managers must learn to recognize impaired or intoxicated employees and those who may be addicted. Possible signs that suggest an employee may be a substance abuser includes excessive absenteeism, radical mood swings, and a decline in personal appearance. However, the existence of these indicators alone is not adequate to determine the presence or absence of any condition. The supervisor should never try to diagnose, make accusations, or treat such problems. The indicators provide the supervisor a basis for making a referral to a person who can help the employee, such as an employee assistance program.

FIGURE 13-2
**Developing a Substance-
 Abuse-Free Workplace**



Employees should also be educated as to the purpose and ramifications of the drug- and alcohol-free environment. The purpose of this training is to familiarize employees with the drug-free workplace program and provide general education awareness about the dangers of alcohol and drug abuse. Employees should be informed about the requirements of the organization's drug-free workplace policy, the prevalence of alcohol and drug abuse and their impact on the workplace, how to recognize the connection between poor performance and alcohol or drug abuse, the progression of the disease of alcohol and drug addiction, and what types of assistance may be available. The program should send a clear message that use of alcohol and drugs in the workplace is prohibited. Employees are encouraged to voluntarily seek help with alcohol and drug problems. It should be noted that individuals who are in recovery from a problem with alcohol or with legal or illegal drugs are protected from discrimination under the Americans with Disabilities Act.⁷⁵

There are hundreds of substances that people abuse. These include marijuana, cocaine, amphetamines, heroin and other opiates, ecstasy, LSD, PCP, inhalants, alcohol, and steroids. The two most commonly abused drugs are marijuana and cocaine. Some signs of marijuana use include red eyes, dry mouth, slowed reaction time, increased hunger, paranoia, short-term memory loss, and a distorted sense of time. The most common signs of cocaine use are dilated pupils, increased energy, and excited speech. Some cocaine users may also experience frequent nose bleeds.⁷⁶

Implementing a Drug-Testing Program

The third step in establishing a substance-abuse-free workplace is to implement a drug-testing program. Proponents of drug-testing programs contend that they are necessary to ensure workplace safety, security, and productivity. A drug-free workplace program should balance the rights of employees and the rights of employers, balance the need to know and rights to privacy, balance detection and rehabilitation, and balance the respect for employees and the safety of all. The difficulty is not in formulating the policy, but rather in implementing it. Also remember that the Americans with Disabilities Act protects an employee in a substance-abuse rehabilitation program.

Urine, blood, oral fluids, or hair samples are possible drug-testing methods, with most employers relying on urine testing. However, the majority regard blood tests as the forensic benchmark against which to compare others. The problem with this approach is that it is invasive and requires trained personnel for administration and analysis. The use of hair samples is unique in that drug traces will remain in the hair and will not likely diminish over time. Human hair samples are easy to collect, store, and transport, and they are difficult to change. Although urine and blood testing can detect only current drug use, advocates of hair sample analysis claim it can detect drug use from 3 days to 90 days after drug consumption. This would prohibit an applicant from compromising the test by short-term abstinence. A new method is able to detect drugs and other substances from the sweat in fingerprints, permitting mobile drug testing with immediate results.⁷⁷

When the oral fluid method is used, the collection pad is saturated and the individual places the swab in a collection vial, snaps off the handle, seals the container, and hands it over for analysis. Oral fluid testing is especially well-suited to cases of reasonable suspicion and post-accident testing. Oral fluid is a great deterrent because it can be done immediately in the workplace and

it does not give an individual an opportunity to adulterate or substitute a urine specimen.⁷⁸ From a prospective employee's viewpoint, oral fluid and hair testing may be less embarrassing than a urine test. For example, it is humiliating for a candidate to hear, "We're really happy to have you on board. But, will you take this cup and fill it?"

The final step in obtaining a substance-abuse-free workplace is the creation of an employee assistance program.

OBJECTIVE 13.14

Describe employee assistance programs.

Employee assistance program (EAP)

Comprehensive approach that many organizations have taken to deal with burnout, alcohol and drug abuse, and other emotional disturbances.

Employee Assistance Programs

The Drug-Free Workplace Act also requires federal employees and employees of firms under government contract to have access to employee assistance program services. An **employee assistance program (EAP)** is a comprehensive approach that many organizations have taken to deal with numerous problem areas such as burnout, alcohol and drug abuse, and other emotional disturbances.

As you would imagine, EAPs grew rapidly in number following that act. Returns on investment in EAPs will vary but one estimate is that a mature, well-run program will return a minimum of three dollars for every dollar spent on it. Advantages claimed for EAPs include lower absenteeism, decreases in workers' compensation claims, and fewer accidents.

Whether managed in-house or outsourced, EAPs have traditionally focused first on mental health, including substance-abuse counseling. Today, companies are aware that the advantages of an EAP extend well beyond assistance for alcohol or drug-related problems. Many have expanded to include financial and legal advice, referrals for day care and elder care, and a host of other services, including assistance with marital or family difficulties, job performance problems, stress, and grief. The recent recession caused some EAPs to move beyond mental health to serve recession-induced employee issues such as financial and legal challenges. EAPs are also being used to provide assistance with managing critical events in the workplace such as mass shooting in domestic violence cases. In an EAP, most or all of the costs (up to a predetermined amount) are borne by the employer. The EAP concept includes a response to personal psychological problems that interfere with both an employee's well-being and overall productivity. The purpose of EAPs is to provide emotionally troubled employees with the same consideration and assistance given employees with physical illnesses. Just having an EAP sends a message that the employer cares, and this can provide considerable encouragement for employees.

A primary concern with an EAP is getting employees to use the program. Some employees perceive that there is a stigma attached to *needing help*. Supervisors must receive training designed to provide specialized interpersonal skills for recognizing troubled employees and encouraging them to use the firm's EAP. Addicted employees are often experts at denial and deception, and they can fool even experienced counselors.

OBJECTIVE 13.15

Discuss health care in the global environment.

Health Care in the Global Environment

U.S.-based global operations are often safer and healthier than host-country operations, but frequently not as safe as similar operations in the United States. Safety and health laws and regulations often vary greatly from country to country. Such laws can range from virtually nonexistent to as stringent as those in the United States. For example, Abu Dhabi has compulsory coverage for expatriates and requires a full refund for maternity costs and coverage for chronic conditions.⁷⁹ In Switzerland, the rules vary between districts. Some require the expatriate to buy medical insurance from an organization in that district. The Dutch require any person who resides in the Netherlands to hold a health insurance policy that meets certain requirements, including pre-existing and chronic conditions.⁸⁰ Australia requires that all non-Australian citizens coming from countries without reciprocal health care agreements must provide a new proof of insurance. This affects all countries except for Finland, Ireland, Italy, Malta, the Netherlands, Belgium, New Zealand, Norway, Sweden, and the United Kingdom.⁸¹

Health care facilities across the globe vary greatly in their state of modernization. The vast majority of health care in developing world countries do not have acceptable systems for drinking water, sewage treatment, or reliable power.⁸² If expatriates are assigned to these more remote or less-developed areas, companies should be aware that in many medical facilities needles are often reused, equipment is not properly used, and there is a lack of basic medical supplies.

Health care coverage in the United States, Australia, United Kingdom, and Western Europe is generally well established. But a growing number of expatriates are being sent to emerging markets, including Central and Eastern Europe, the Far East, and Africa. Expatriates going to these countries expect to be supported with health-care benefits such as private medical insurance, life insurance, and evacuation and repatriation coverage in the event of a medical emergency. Medical evacuation can be an essential benefit for overseas workers, particularly if they are in a location that may not offer the same level of medical treatment they would receive in their home country. For example, staff working in Southeast Asia may have to be transported to Singapore or Hong Kong for adequate treatment.⁸³ Firms that are sending people to work in places where standards of local health care and medical treatment are uncertain need to provide sufficient insurance coverage.

Summary

1. **Explain the nature and role of safety, health, and wellness.** *Safety* involves protecting employees from injuries as a result of work-related accidents. *Health* refers to the employees' freedom from physical or emotional illness. *Wellness* programs are designed to promote the mental and physical well-being of employees and family members.
2. **Describe the role of the Occupational Safety and Health Administration (OSHA).** The role of OSHA is to ensure a safe and healthful workplace for every U.S. worker.
3. **Discuss whistle-blower protection under OSHA.** Within the Department of Labor, OSHA enforces the whistle-blower protection provisions of 21 statutes, covering not just workplace safety but also the environment, consumer products, the financial system, and other areas.
4. **Explain the issues of safety unique to small businesses.** Small businesses are not exempt from the mandate to provide a safe and healthful work environment. OSHA provides online resources and free consulting assistance to help small businesses comply with OSHA requirements.
5. **Summarize the economic impact of safety.** Job-related deaths and injuries of all types extract a high toll not only in human misery, but also in economic loss. The significant financial costs are often passed along to the consumer in the form of higher prices. Thus, job-related deaths and injuries affect everyone, directly or indirectly. Safety risks can be significant for employers. In addition to workers' compensation costs, OSHA can levy major fines.
6. **Explain the focus of safety programs.** Safety programs may be designed to accomplish their purposes in two primary ways. The first approach is to create a psychological environment and attitude that promote safety. The second approach to safety program design is to develop and maintain a safe physical working environment.
7. **Describe the consequences of musculoskeletal disorders.** *Musculoskeletal disorders (MSDs)* are conditions that affect the body's muscles, joints, tendons, ligaments, and nerves. Work-related MSDs, including tendonitis, carpal tunnel syndrome, and back pain, cost U.S. businesses billions of dollars annually just to cover the lost productivity costs associated with these ailments. A major musculoskeletal disorder is *carpal tunnel syndrome (CTS)* caused by pressure on the median nerve that occurs as a result of a narrowing of the passageway that houses the nerve.
8. **Explain the meaning of ergonomics.** *Ergonomics* is the study of human interaction with tasks, equipment, tools, and the physical environment. Through ergonomics, the goal is to fit the machine and work environment to the person, rather than require the person to make the adjustment.
9. **Summarize the problems associated with workplace bullying and violence.** *Workplace bullying* includes acts of continual hostile conduct that deliberately hurt another person emotionally, verbally, or physically. Companies have expanded the definition of workplace violence to include bullying because they recognize that it is common, costly, and a possible forerunner to acts of physical violence.
OSHA defines *workplace violence* as physical assault, threatening behavior, verbal abuse, hostility, or harassment directed toward employees at work or on duty. Workplace violence affects more than two million workers each year.
Spillover from domestic violence is a threat to both women and their companies. Domestic violence has become an epidemic in this country.
10. **Describe the purposes of wellness programs and explain social networking and wellness.** Wellness programs are becoming more widespread as more employers become

conscious of the impact employee health has on performance. Today, the prevailing opinion is that optimal health can generally be achieved through environmental safety, organizational changes, and changed lifestyles.

Employers increasingly are adopting social networking to strengthen the success of their wellness programs. If used effectively and thoughtfully, these strategies have the potential to create high participation rates, long-term engagement, sustainable behavior change, and significant health outcomes for employee populations.

11. **Define stress, explain the consequences of stress, including identifying stressful jobs, and explain burnout.** Stress is the body's nonspecific reaction to any demand made on it. Stress may be coped with through numerous means.

Although everyone lives under a certain amount of stress, if it is severe enough and persists long enough, it can be harmful. In fact, stress can be as disruptive to an individual as any accident. It can result in poor attendance, excessive use of alcohol or other drugs, poor job performance, or even overall poor health.

The National Institute for Occupational Safety and Health has studied stress as it relates to work and found that some jobs are generally perceived as being more stressful than other jobs. The common factor among these jobs is lack of employee control over work.

Burnout, although rarely fatal, is an incapacitating condition in which individuals lose a sense of the basic purpose and fulfillment of their work.

12. **Describe the importance of physical fitness programs.** Many U.S. business firms have exercise programs designed

to help keep their workers physically fit. These programs often reduce absenteeism, accidents, and sick pay.

13. **Explain substance abuse, describe substance-abuse-free workplaces, and describe how to implement a drug-testing program.** Substance abuse involves the use of illegal substances or the misuse of controlled substances such as alcohol and drugs.

The Drug-Free Workplace Act of 1988 requires some federal contractors and all federal grantees to agree that they will provide drug-free workplaces as a condition of receiving a contract or grant from a federal agency.

The first step for establishing a substance-abuse-free workplace is to establish a drug- and alcohol-free policy. The second step is to provide education and training for supervisors and workers. The third step in establishing a substance-abuse-free workplace is to implement a drug-testing program. The final step in obtaining a substance-abuse-free workplace is the creation of an employee assistance program.

14. **Describe employee assistance programs.** An *employee assistance program* is a comprehensive approach that many organizations develop to deal with marital or family problems; job performance problems; stress, emotional, or mental health issues; financial troubles; alcohol and drug abuse; and grief.

15. **Discuss health care in the global environment.** U.S.-based global operations are often safer and healthier than host-country operations, but frequently not as safe as similar operations in the United States. Safety and health laws and regulations often vary greatly from country to country. Such laws can range from virtually nonexistent to as stringent as those in the United States.

Key Terms

safety 339	carpal tunnel syndrome (CTS) 347	stress 353
health 339	ergonomics 347	burnout 354
general duty clause 340	workplace bullying 348	substance abuse 356
job hazard analysis (JHA) 345	workplace violence 349	alcoholism 356
musculoskeletal disorders (MSDs) 347	negligent retention 350	employee assistance program (EAP) 359

MyManagementLab®

Go to mymanagementlab.com to complete the problems marked with this icon .

Exercises

- 13-1. Calculate the OSHA injury frequency rate, using the following data:
Total Working Hours: 1,500,000; three injured
- 13-2. How stressful do you consider the following jobs?
Explain your answer.
- college professor
 - stockbroker on New York Stock Exchange
 - student (yourself)
 - executive administrative assistant for a global corporation

Questions for Review

- 13-3. Define *safety and health*.
- 13-4. What is the purpose of the Occupational Safety and Health Act?
- ★13-5. What relationship does OSHA have with small businesses?
- 13-6. What are the primary ways in which safety programs are designed? Discuss.
- 13-7. What is the purpose of job hazard analysis?
- 13-8. Why are companies concerned with musculoskeletal disorders? What is carpal tunnel syndrome?
- 13-9. Define *ergonomics*. What is the purpose of ergonomics?
- 13-10. Define *workplace bullying*. What are the basic forms of workplace bullying?
- ★13-11. What effect does workplace and domestic violence have on an organization?
- 13-12. What laws were passed because of domestic violence?
- 13-13. Define *stress*. Why should a firm attempt to identify stressful jobs?
- ★13-14. Why are firms adopting social networking to strengthen the success of their wellness programs?
- 13-15. Why might physical fitness programs be established in organizations?
- 13-16. What is the purpose of substance-abuse-free workplaces in organizations?
- 13-17. What are the steps for establishing a substance-abuse-free workplace?
- 13-18. What is an employee assistance program?

INCIDENT 1 What a Change!

"Just leave me alone and let me do my job," said Manuel Gomez. Dumbfounded, Bill Brown, Manuel's supervisor, decided to count to 10 and did not respond to Manuel's comment. As he walked back to his office, Bill thought about how Manuel had changed over the past few months. He had been a hard worker and extremely cooperative when he started working for Bill two years before. The company had sent Manuel to two training schools and had received glowing reports about his performance in each of them.

Until about a year ago, Manuel had a perfect attendance record and was an ideal employee. At about that time, however, he began to have personal problems, which resulted in a divorce six months later. Manuel had several times requested a day off to take care of personal business. Bill attempted to help in every way he could without getting directly involved in Manuel's personal affairs. But Bill was aware of the strain Manuel must have experienced as his marriage broke up, and he and his wife engaged in the inevitable disputes over child custody, alimony payments, and property.

During the same time period, top management initiated a push for improving productivity. Bill found it necessary to put additional pressure on all his workers, including Manuel. He tried to be considerate, but he had to become much more performance-oriented, insisting on increased output from every worker. As time went on, Manuel

began to show up late for work, and actually missed two days without calling Bill in advance. Bill attributed Manuel's behavior to extreme stress. Because Manuel had been such a good worker for so long, Bill excused the tardiness and absences, only gently suggesting that Manuel should try to do better.

Sitting at his desk, Bill thought about what might have caused Manuel's outburst a few minutes previously. Bill had suggested to Manuel that he shut down the machine he was operating and clean up the surrounding area. This was a normal part of Manuel's job and something he had been careful to do in the past. Bill felt the disorder around Manuel's machine might account for the increasing number of defects in the parts he was making. "This is a tough one. I think I'll talk to the boss about it," thought Bill.

Questions

- 13-19. What do you think is likely to be Manuel's problem? Discuss.
- 13-20. Might a substance-free workplace be appropriate for Bill Brown's company? If so, what would be the steps in establishing such a workplace?
- 13-21. How might use of an employee assistance program help in this situation?

INCIDENT 2 A Commitment to Safety?

Wanda Zackery was extremely excited a year ago when she joined Landon Electronics as its first safety engineer. She had graduated from Florida State University with a degree in electrical engineering and had a strong desire to enter business. Wanda had selected her job at Landon Electronics over several other offers. She believed that it would provide her with a broad range of experiences that she could not receive in a strictly engineering job. Also, when the company president, Martha Lincoln, interviewed her, she promised her that the firm's resources would be at her disposal to correct any safety-related problems.

Her first few months at Landon were hectic but exciting. She immediately identified numerous safety problems. One of the most dangerous involved a failure to install safety guards on all exposed equipment. Wanda carefully prepared her proposal, including expected costs, to make needed minimum changes. She estimated that it would take approximately \$50,000 to complete the necessary conversions. Wanda then presented the entire package to Ms. Lincoln. She explained the need for the changes to her, and Ms. Lincoln cordially received her presentation. She said that she would like to think it over and get back to her.

But that was six months ago! Every time Wanda attempted to get some action on her proposal, Ms. Lincoln was friendly but still wanted some more time to consider it. In the meantime, Wanda had become increasingly anxious. Recently, a worker had barely avoided a serious injury. Some workers had also become concerned. She heard through the grapevine that someone had telephoned the regional office of OSHA.

Her suspicions were confirmed the very next week when an OSHA inspector appeared at the plant. No previous visits had ever been made to the company. Although Ms. Lincoln was not overjoyed, she permitted the inspector access to the company. Later, she might have wished that she had not been so cooperative. Before the inspector left, he wrote violations for each piece of equipment that did not have the necessary safety guards. The fines could total \$70,000 if the problems were not corrected right away. The inspector cautioned that repeat violations could cost \$700,000 and possible imprisonment.

As the inspector was leaving, Wanda received a phone call. "Wanda, this is Ms. Lincoln. Get up to my office right now. We need to get your project under way."

Questions

- 13-22. Discuss Ms. Lincoln's level of commitment to occupational safety.
- 13-23. Is there a necessary trade-off between Landon's need for low expenses and the workers' need for safe working conditions? Explain.
- 13-24. Safety programs may accomplish their purposes in two primary ways: one focusing on *unsafe employee actions* and the other on *unsafe working conditions*. Which areas of Wanda's proposal was she directing her efforts? Discuss.

MyManagementLab[®]

Go to mymanagementlab.com for Auto-graded writing questions as well as the following Assisted-graded writing questions:

- 13-25. What are the purposes of wellness programs?
- 13-26. Why should a firm be concerned with employee burnout?

Endnotes

Scan for Endnotes or go to <http://www.pearsonhighered.com/mondy>

